

Army Birthday Message / Captured Enemy Ammo / Honoring Their Sacrifice

The Official U.S. Army Magazine

June 2004

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# Soldiers

Army  
Campaign  
Plan

Army Birthday  
poster





**Cover Story** — Page 8

The goal of the Army Campaign Plan is to modernize and stabilize the force, while at the same time looking after Soldiers and families.

— U.S. Army photo

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Soldiers | June 2004 | Vol





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Page 26



Page 30



Page 32



Page 34

## Features

### Army Campaign Plan

**Change is Our Hallmark** 8  
SMA Kenneth O. Preston talks about the nature of the Army's ongoing transformation.

**From Concept to Combat** 12  
The change's inherent in the Army's transformation go much deeper than just new weapons.

**Force Stabilization** 20  
Stability and predictability — along with better unit cohesion and improved training — are the goals of the Force Stabilization effort.

**Soldiers Creed** 24  
We offer a pull-out copy of the creed that outlines the nature of every Soldier's service.

**Captured Enemy Ammunition** 26  
The U.S. Army Corps of Engineers is helping to destroy thousands of tons of Iraqi munitions.

**The Army's Top Enlisted Soldier** 30  
SMA Kenneth O. Preston, the 13th sergeant major of the Army, talks about Soldiers and the Army's future.

**America's Flag** 32  
An ongoing restoration effort will ensure that the original "Star-Spangled Banner" continues to wave.

**Reliving an Expedition** 34  
A member of the Montana Army National Guard is preparing to retrace the steps of Lewis and Clark.

**Honoring Their Sacrifice** 40  
The new National World War II Memorial honors military and civilian veterans of the conflict.

## Departments

- 2 Mail Call
- 3 Birthday Message
- 4 On Point
- 38 Sharp Shooters
- 42 Army History
- 44 Lifestyles
- 46 This is Our Army Ad
- 47 Focus on People



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**R**ESOLVED, that six companies of expert riflemen be immediately raised in Pennsylvania, two in Maryland and two in Virginia; that each company consist of a captain, three lieutenants, four sergeants, four corporals, a drummer or trumpeter, and 68 privates. That each company, as soon as completed, shall march and join the Army near Boston....

With that simple resolution, our Army was formed on June 14, 1775. As we celebrate this important day in the history of our Army and our nation, we should all reflect on how special it is to be part of an American institution that is older than the country itself. We should be proud of our direct link to those expert riflemen of 1775 and to those who will follow us.

In this issue of *Soldiers* we showcase our new Army Campaign Plan. This three-part article gives us the background into



and explains some of the biggest changes in our Army in the last 50 years.

When we celebrate our birthday, we honor those Soldiers who have come before us. In Beth Reece's piece on the new World War II memorial, she offers a glimpse into our newest shrine.

The Soldiers and civilians of today's Army are writing their own legacy. In Betsy Weiner's story

"Captured Enemy Ammunition," she shows us the great behind-the-scenes work of the Corps of Engineers.

We at *Soldiers* wish all our readers a very happy and safe 229th Army birthday!

*Rob Ali*  
Rob Ali  
Editor in Chief



## Soldiers

### The Official U.S. Army Magazine

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## Soldiers

Recipient of Awards of Magazine Excellence







# 2004 Army Birthday Message

WASHINGTON DC 20310-0200



n the fourteenth day of June in 1775, the Continental Congress established our Army. In the 229 years since that day, our Army has proven itself on countless battlefields as liberty's best friend and oppression's worst foe.

Since its birth—over a year before the Declaration of Independence—the United States Army has played a vital role in the growth and development of the American nation. From winning our new nation's independence in a tough eight-year fight, to preserving the Union through the tortuous struggle of the Civil War, through the global conflicts of the 20<sup>th</sup> Century, our citizens can draw great satisfaction from knowing that whenever the nation was in need, our Army answered the call.

Sixty years ago, in the Army's birth month of June 1944, our brave Soldiers stormed ashore at Normandy to begin the final thrust to liberate Western Europe. While that beachhead was expanding, our Soldiers liberated Rome, made gains against Japanese invaders in New Guinea, struggled against terrain, weather and a tough enemy in Burma, and reinforced the U.S. Marine Corps on Saipan. We celebrate our veterans of 1944 on this 229<sup>th</sup> Army birthday, as we also celebrate the service of our younger U.S. veterans who fought in Korea, Vietnam, Panama, Iraq, Afghanistan, and other conflicts.

Today's Army is the greatest land fighting force in the history of the world. This spring, we completed the largest troop movement since World War II, while continuing our engagement in Operation Enduring Freedom and Operation Iraqi Freedom. Our Army is serving in more than 120 countries, conducting missions across the spectrum of conflict from humanitarian assistance to combat operations. While at war, we are continuing to change our Army to meet the needs of the current and future strategic environment.

Our Army is strong, and this strength comes from our greatest asset: the American Soldier, whose courage, compassion, and determination have for generations been the bedrock upon which our victories have depended. In all that the Army has accomplished, and all that it will be called upon to do, the American Soldier remains the single most important factor in our success.

We are proud of you, our Army family—Soldiers, civilians, retirees, veterans, and your families, and you are always foremost in our prayers and in our actions. Thank you for your service, for your sacrifices, and for your steadfast devotion to duty. Your courage, dedication, and selfless service to the nation are the hallmarks of the United States Army.

God bless each and every one of you and your families, and God bless America.

Peter J. Schoomaker  
General, United States Army  
Chief of Staff

R.L. Brownlee  
Acting Secretary of the Army



# OnPoint

The Army in Action





## Afghanistan

SGT Jennifer Molderhauer of the 10th Mountain Division monitors a crowd of Afghan women waiting to be seen during a civil medical assistance mission in Ghazni.

— Photo by SPC Gul A. Alisan







## ▲ HAITI

Soldiers from Fort Bragg's 9th Psychological Operations Battalion's Co. B walk off a C-5 Galaxy at the airport in Port-au-Prince Haiti.

— Photo by Tech. Sgt. Andy Dunaway, USAF

## ► IRAQ (top)

Members of the 173rd Airborne Brigade destroy a vehicle used in an RPG attack on Iraqi police in Kirkuk.

— Photo by SPC Clinton Tarzia

## ► IRAQ (right)

SPC Brant Stremmel searches the back of a truck for illegal weapons and ordnance during a traffic stop. Stremmel is a team leader assigned to the 25th Infantry Div., which is deployed from Hawaii in support of Operation Iraqi Freedom.

— Photo by SPC Sean Kimmons

## ◀ Djibouti

Soldiers from the 3rd U.S. Infantry Regiment, "The Old Guard," watch as explosives detonate during a training exercise on a remote range. The Soldiers are deployed as part of the Combined Joint Task Force-Horn of Africa and in support of Operation Enduring Freedom.

— Photo by SPC Eric M. McKeeby









The background of the cover features a large, glowing red sun or moon in a dark sky. In the foreground, the silhouettes of soldiers are visible. One soldier in the center is holding a rifle, and another soldier is partially visible to the left. The overall mood is dramatic and intense.

# Army Campaign Plan

## Transforming the Army





# Change IS OUR Hallmark

Story by SMA Kenneth O. Preston

AMERICA'S Army will celebrate its 229th birthday on June 14, 2004, in the midst of war and transformation.

This is perhaps the most demanding period in recent history for Soldiers, Department of the Army civilians and their families. It will not be easy; change never is. However, change is the hallmark of the Army. In our short history we have made countless advances in our formations, our equipment, our uniforms and our tactics.

You can trace our transformation through more than two centuries of existence. During each of our major modernization efforts Soldiers have seen advances that have made our Army the most lethal fighting force in the world. Each of our major strides has been directly tied to our most recent

conflicts. The lessons learned in each battle have shaped our Army to meet and defeat our future adversaries.

The Civil War provided countless lessons that we used almost immediately to restructure and enhance our capabilities. One of the most profound changes was our creation of advanced schooling and education for our mid-grade and senior leaders. Before the war almost all the education centered on company and smaller-sized formations. In addition, advances in weaponry forced major changes in the way we fight.

The lessons of World War II are still with us. Our units are still structured and forward-based much as they were nearly 60 years ago. The wartime Army of today is still fighting in peacetime formations. We have been modernizing and moving toward a force of 2010 and

## Now

SMA Kenneth O. Preston is the sergeant major of the Army





Joe Barrentine

*"The Soldier, his training, readiness, and welfare is central to all we do."*

Army Chief of Staff  
GEN Peter J. Schoomaker

will it create more cohesive and better-trained units, it will ease the burden on our families, who bear the brunt of frequent moves and lengthy deployments. The stress of packing and moving every two or three years will be replaced by longer time on station and the chance to be part of a community and a unit.

We will more equitably spread the burden of deployments across our Army by increasing the number of combat brigades through improved force management and a modular reorganization. We are also increasing the numbers of our high-deployment, low-density career fields. More military police, transportation, civil affairs and other smaller fields that have endured continuous absences will also be able to enjoy more predictability.

Transformation will not work without Soldiers. Your input into after-action reports, unit and equipment

▲ A major part of the Army's transformation is the acquisition and fielding of such new and more capable systems as the Stryker wheeled combat vehicle.

beyond, but the current fight calls for bringing as much of that technology and doctrine to today's Army as possible.

The goal of our chief of staff, GEN Peter J. Schoomaker, is to bridge that gap. In the past we always had a known enemy — most recently, the Cold War threat of the Soviet Union. We understood their tactics and their technology, and we were equipped to meet and defeat that threat. It was one the entire Army was focused on.

That is not the enemy we face today. Now the threat is more complex, unpredictable and could rise up almost anywhere in the world. In order to meet and defeat this threat, the Army's Campaign Plan involves three major efforts: create a modular Army,

restructure the force and stabilize that force.

What does this mean for the Army's 1.2 million members? It means that we are trying to shape the Army the way it is going to fight, and give our Soldiers and families more predictability along the way.

A key element to all of these changes is to make it as seamless as possible for Soldiers and families. The stabilization effort will help keep Soldiers at installations for extended tours of duty. Not only



SGT Charles B. Johnson

▲ Even as the Army looks to the future, it must fight today's battles — such as those ongoing in Iraq and Afghanistan.



▲ The Air Warrior system — which allows aviators to wear their NBC protective gear in temperatures up to 125 Fahrenheit for up to five hours — is another key equipment item.





All of the changes the Army will undergo in the coming years are intended to help win the nation's wars and take care of Soldiers.

modernization, and leader development and education are critical to ensuring we remain relevant and ready. This is our greatest strength. We must continue to apply our lessons learned quickly to improve our Army.

Your efforts in the global war on terrorism have helped make America safe and have provided freedom for more than 40 million people in two nations. You make a difference every day. Our ethnic diversity, our compassion and our will are tangible examples of our country's strength and commitment to peace and stability around the world.

All of the changes you will learn about and experience over the coming years are designed to help us win the war on terror and take care of our most precious resource — the Soldier. No piece of technology, formation or weapon can win a war without the Soldier. If we are going to protect and defend our homeland, we must continue to recruit and retain America's best — and that starts with you



▲ SPC Shane Huffaker fires an AT-4 anti-tank weapon at a simulated enemy during training with the Engagement Skills Trainer (EST) 2000. While new technologies and training methods are often the most visible signs of transformation, the Army's core strength still rests in the quality of its people.

SFC Gary Ogilvie

Army Campaign Plan



## Army Campaign Plan



▲ The speed and intensity of modern combat require that the Army develop and institute tactics and procedures that heighten Soldiers' situational awareness.







# From Concept to Combat

Story by SFC Reginald P. Rogers

**E**VERY Soldier is a rifleman first. Every Soldier is a warrior," said SMA Kenneth O. Preston.

"The American Soldier is the centerpiece of the Army. As Army transformation moves from conception to combat, all the changes that are taking place, everything that is being planned and done, supports Soldiers," according to officials at U.S. Army Training and Doctrine Command.

## The Soldier

"We fully intend to make the Soldier's role on the battlefield easier for him," said BG Benjamin Freakley, commanding general of

Fort Benning, Ga. "It's a tough task. It's never going to be easy, but we want to try to provide the Soldier with good situational awareness so that he'll know what's happening around him, where his fellow Soldiers are and where the enemy is."

The changes inherent in the Army's transformation go much deeper than new weapons systems, TRADOC officials said. These changes include the way the Army fights, its combat mindset, the way units are manned and organized, the way supplies



SFC Reginald Rogers is assigned to the U.S. Army Training and Doctrine Command





are distributed, and the amount of firepower to be used during combat operations. Each of these factors in the Army's restructuring is an improvement, designed to achieve one goal: optimizing the Army's combat firepower.

## Warrior Ethos

The changes start with the Soldier. Warrior Ethos is the renewed spirit of the fight, of teamwork and commitment that are taught to every Soldier, beginning with basic training or one-station unit training, and reaching as far forward as the troops deployed today in support of the global war on terrorism, TRADOC officials said.

"It's an entire change of thinking," Freakley said. "It starts with the fact that we're a nation at war that is sometimes surprised by peace, not a nation at peace that goes to war occasionally. So all Soldiers understand they will be deployed and will fight. They will serve their nation in this war on terrorism."



"We don't want Soldiers to think 'I hope my convoy doesn't get attacked.' We want them to think 'Lord, help anyone who tries to interfere with this convoy, because we'll destroy them,'" Freakley said. "We are Soldiers. We are warriors. The notions that 'I will always put the mission first, I will never accept defeat, I will never quit, and I will never leave behind a fallen comrade' are tenets that sustain the Soldier."

"We're awfully proud of our Soldiers," Freakley said. "We've had great Soldiers who've done a great job fighting this global war on terrorism. We just need to hone their thinking that they'll overcome any adversity directed toward them. Whether it be the enemy, bad weather or technological failure, it doesn't matter. With the American

spirit, they will prevail."

## Joint and Expeditionary Army

Soldiers and teams motivated by warrior ethos subsequently form a joint and expeditionary Army with a campaign capability, TRADOC officials said.

"Most Soldiers understand intuitively what we're talking about," said Bob Simpson, deputy director for Task Force-Joint Expeditionary Army, at Fort Monroe, Va., "because every Soldier who has deployed to Iraq or Afghanistan understands what 'joint' means and how we fight jointly. He also understands the nature of 'expeditionary.'"

"A campaign capability is the ability to sustain the fight until victory is achieved, what the Army has done for America since the beginning of our nation," Simpson said. "Joint is about combining all the capabilities of all of the services in a purposeful way to ensure that we maximize each others' strengths and minimize our weaknesses."







An expeditionary force, Simpson said, is one that is prepared mentally and physically to go into uncertain conditions, to fight against enemies it is not necessarily prepared to engage.

"It's kind of the opposite of the Cold War, where we had forward-deployed forces. We would line up against an

enemy — who looked much like we do — knowing exactly how he fought," Simpson said.

"And now, our enemies don't look like us. They try not to look like us. And the Soldiers are going into unfamiliar new environments," he added.

▲ While all of the nation's military services are used to working together, transformation will require even closer cooperation among Soldiers and their counterparts in the other services.

◀ The idea that the Army is an expeditionary force isn't new to Soldiers, given the Army's involvement in Iraq, Afghanistan and elsewhere around the world.

## Joint Interdependence

In future operations all services will operate as a joint force, leading to development of joint interdependency, TRADOC officials said. That's when each service relies on the firepower and assistance of the other in a mission to defeat a common enemy. Soldiers rely on airmen. Marines rely on sailors. Everybody relies on the Army to take and hold ground.

"At the Army level, I think the tough thing to explain is how all of this affects the Army and everything we're doing," Simpson said. "We've got an Army of a certain size. Within that army, we need a lot of capabilities. In







some cases — if we can rely on another service for a particular capability — we can count on our own internal structure to fulfill a requirement perhaps it couldn't before."

Simpson said that proof of the military's conversion to "jointness" could be found in Operation Iraqi Freedom.

"The Air Force broadly characterizes missions flown against ground targets into two categories," Simpson said. "Battlefield air interdiction, or 'close air support,' and strategic bombing, where they go out and destroy the big targets. In Operation Desert Storm, the Air Force flew about 80 percent of its missions against strategic bombing targets, and about 20 percent in close air support to ground

troops. In Iraq, 80 percent of the air missions were in direct support of Soldiers on the ground."

## Modularity and Stabilization

Units in the future force also will be more modular, meaning more compact and more rapidly deployable than the current division-sized unit, TRADOC officials said. Instead of deploying at the division level, the future force will deploy as brigade units of action. Each unit will be self-contained and self-sustaining, but will generate increased combat firepower.

"Modular really means packages," said MG Robert W. Mixon, deputy director of the Futures Center at Fort Monroe. "The forces are in packages that can be deployed and still have

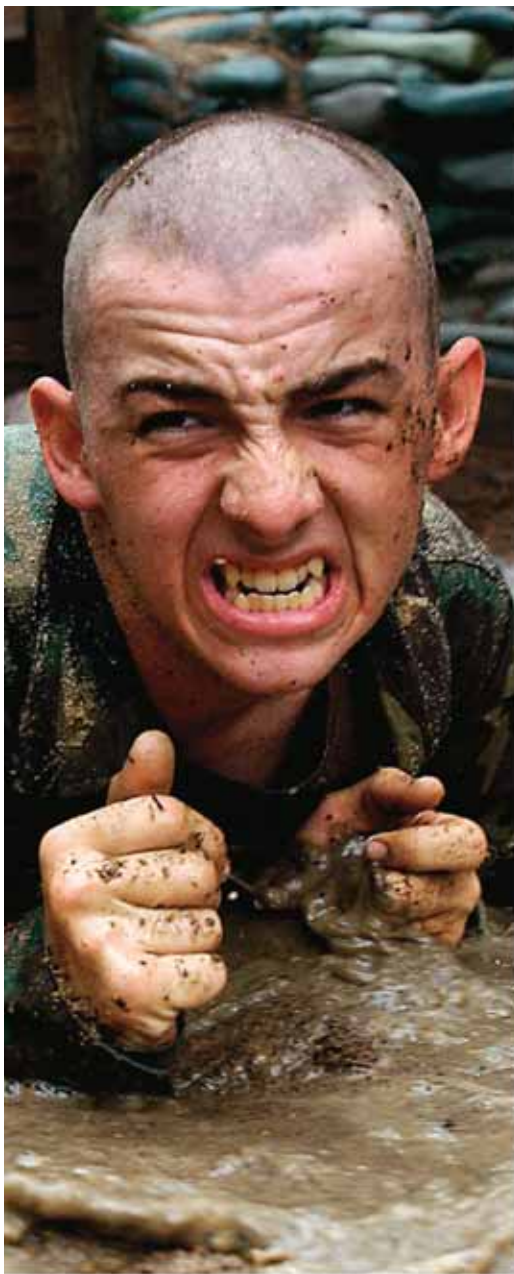
needed capabilities. You still have the chain of command; you still have the capability for lethality, firepower, agility, sustainment, communications and intelligence. It's all inside the formation, and when you need to go, you've got it. You can take a small package and enlarge it as needed.

"Soldiers will be in the unit longer under the new Force Stabilization initiative — training, deploying and redeploying with the same group of comrades," he said.

"Reorganizing the brigade combat teams in each of the divisions to 'brigade units of action' is a critical step in making the Army more modular, flexible, and relevant to the combatant commander," Preston said. "The units of action will be smaller but more







◀ The Army's transformation starts with individual Soldiers, and enhancing the warrior ethos is a process that extends from basic training onward.

that "\$20-bill" capability; commanders will have all the resident capabilities of a division inside the brigade, but in a smaller package, Mixon said.

"As for the combatant commander, sometimes they don't need a \$100 bill, sometimes they need a \$20," he continued. "If they need a \$100 bill, then we'll give them enough brigades with the command and control to get it. So, we're not losing anything in the deal."

Mixon said the current Army division features three maneuver brigades. In the future force, that number will change to four BUAs, with each brigade able to deploy separately. Initial modular conversions are currently taking place with the 3rd Infantry Division at Fort Stewart, Ga. The 101st Airborne Div. at Fort Campbell, Ky., and the 10th Mountain Div., at Fort Drum, N.Y., will also add BUAs this year.

The conversion process will continue with the whole Army in the next three years or so, including all the National Guard and Reserve units, Mixon said.

## The Network

These new formations, and the

Soldiers in them, will operate Future Combat System land-and-air warfighting systems. An overarching network that allows high-speed transmission of data and imagery will link these warfighters.

"LandWarNet is a highly sophisticated network that will link all Soldiers in a theater of operations tactically, and all the way back to their home station operations center at their sustaining base. Whether it's intelligence, logistics



▲ Another goal of the Army's transformation is to make the most effective use of the increasing "digitization" of all military operations.

capable than their predecessors. The plan now is to expand the active Army from 33 brigades to initially 43 units of action, and then potentially to 48 BUAs."

Mixon said recent combat operations have had a significant influence on the Army's decision to convert to a modular force.

"The reason we're making the brigades the units of action is because the divisions of the Army are like \$100 bills," Mixon said. "If you want the capabilities that are resident in land forces, for the Army piece of it, you have to break a \$100 bill. The Army chief of staff wants \$20 bills, where you can get what you need without breaking the \$100 bill."

The modular BUAs will provide



▲ The Army is instilling "rigor and realism" in all phases of training through such initiatives as the Warrior Ethos Phase I program for basic trainees at Fort Sill, Okla.

Fred W. Baker II

Army Campaign Plan





▲ By upgrading its current fleet of CH-47 heavy-lift helicopters the Army intends to improve its ability to deliver equipment and supplies anywhere on the modern battlefield.

training. This mission is related to the rapid-fielding initiative and the Soldier-as-a-System program. Anest said TF Soldier is responsible for validating the need for new or improved equipment.

Schoomaker directed that all active-duty and reserve-component Soldiers who are going to engage the enemy have proper equipment, Anest said.

## Logistics

With all the changes taking place on the battlefield, it is essential that Soldiers receive necessary supplies at the most opportune time, TRADOC officials said. Supplies are always crucial to Soldiers' survivability and accomplishment of the mission. A reliable supply train is needed for the warfighter.

Task Force Logistics will handle the task, said MG Terry E. Juskowiak, commander of Combined Arms Support Command and Fort Lee, Va.

"TF Logistics is the newest of the Army's focus areas," he said. "It was formed to review and redesign how a land-component commander is sustained. The scope of this review extends from support in the continental United States to support of deployed forces, and includes support to the Army, how the Army provides support

or combat operations, all Soldiers will be centrally connected, improving situational awareness and, thereby, better enabling the combatant commander," said BG Jan Hicks, commandant of the U.S. Army Signal Center.

"The center of the network is the Soldier," said Freakley. "The network exists to support the Soldier. Ideally, we'll find the enemy long before our Soldiers make contact with him and destroy him with network fires, whether they be Air Force, Marine, Navy or Army fires." Our Soldiers will know where the enemy is coming from. Therefore, they'll be able to anticipate him early. And the Soldier's lethality is increased because he has better weapons to engage and destroy the enemy.

"The true strength of an organization will be when everything in the network is working," said GEN Kevin P. Byrnes, TRADOC commanding general.

That will be when information is flowing without any obstructions and intelligence is collected and available to commanders at all levels on a sensor network, and the commander has situational understanding of what his forces, and the joint forces, are doing throughout his area of responsibility, Byrnes said.

Within the Future Combat System there will be 18 manned and unmanned aircraft and ground-vehicle systems.

Each is designed to complement the Soldier by providing additional firepower and increased lethality, resulting in improved survivability. With the systems linked together by a sophisticated computer system, the Soldier will be able to view the latest intelligence and situation and logistical reports in real time.

## Equipping the Force

Soldiers will also be better equipped. LTC Peri Anest, operations officer in Task Force Soldier, said his group's mission is to ensure that all deploying Soldiers are issued the very best equipment and receive the best



▲ Getting vital equipment to the battlefield is part of the Army's logistical challenge — a challenge answered in part through improved sealift capability.





▲ With all the changes taking place on the battlefield, it is essential that Soldiers receive vital equipment and supplies on time. The TF-Logistics concept will help ensure that.

to sister services once deployed and how the Army will contribute to a joint logistics capability.”

Juskowiak said jointness and modularity present positive changes in logistics, as all services and organizations will work together to ensure service members’ needs are well taken care of.

TF-Logistics, which is made up of organizations from the Marine Corps and other services, as well as the Defense Logistics Agency, was organized in February 2004. He said the task force is making progress and is soliciting participation from combatant commanders.

“This is not only an Army idea,” he said. “This is how the Army supports joint and multinational forces. But we must understand how they need our support and what support they can provide us. We’re leveraging the best from everybody. We’re asking for active participation from everybody. We’re trying to be inclusive, not exclusive.”

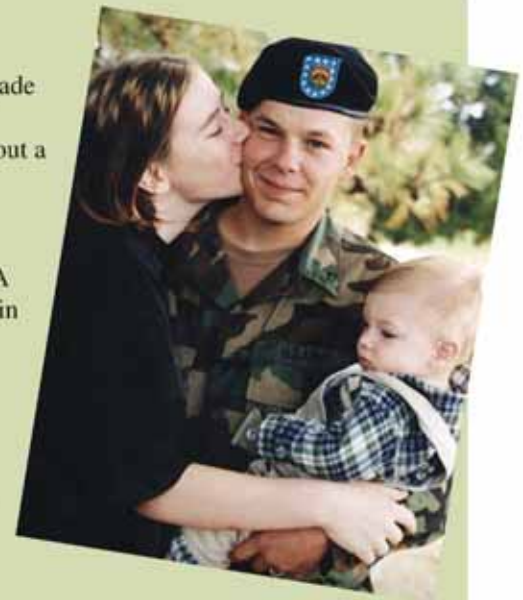
## What’s in It For You?

“The benefits of establishing brigade units of action over a lifecycle are stability for the organization throughout a deployment, and predictability for Soldiers and families,” said SMA Kenneth O. Preston. “A Soldier assigned to a 36-month lifecycle BUA knows he and his family will remain in place at their home base throughout the lifecycle.

“The BUA may deploy for a contingency operation for a year or six months during the lifecycle,” Preston continued. “The unit and all the Soldiers would return to their home base immediately following the deployment.”

Preston said a Soldier could spend six to seven years on the same installation. A newly assigned Soldier coming in the Army, who re-enlisted or extended during his initial duty assignment, could leave his first duty station as a senior sergeant or staff sergeant, potentially to attend school or pursue follow-on career opportunities. Newly assigned lieutenants could leave after six years to attend the Captains Career Course.

“The good news for these Soldiers and their families is stability and predictability,” Preston said. “Soldiers would not have to worry about packing up the family every three years to move to a new duty station. Children stay in the same schools, families in the same neighborhoods, and spouses in the same jobs and career fields in the local areas.”



Army Campaign Plan



## Army Campaign Plan



▲ Force stabilization emphasizes building teams from squad to brigade that stay together longer than Army units traditionally have. It also means more stability for Soldiers and their families.





# Force Stabilization

By LTC Jamie Gayton

**“**What we’re trying to develop is a wartime personnel construct that we manage in peace and war, rather than what we currently have which is a peacetime construct that we stretch during wartime.”  
— GEN Peter J. Schoomaker

FORCE Stabilization emphasizes building teams from squad to brigade that stay together longer than Army units traditionally have. A review of lessons learned from past efforts by Task Force Stabilization confirmed that Soldiers who spend more time on installations with their units gain an understanding and depth of experience not found in Soldiers who quickly rotate among installations, units and jobs.

LTC Jamie Gayton is assigned to the Army G-1 at the Pentagon and is a member of Task Force Stabilization.

The resulting teams develop strong bonds and personal relationships that improve training quality and team cohesiveness. These enhanced teams result in more combat-ready units that are more effective and more survivable on the battlefield.

Force Stabilization also provides Soldiers and families increased stability (longer time on installations) and predictability (better awareness of future training and deployments). This knowledge enables more family connectedness with the community (home ownership, continuity of schools, medical care, sports activities and the spouse’s career), and more reliable planning of family vacations and personal time.

## The Problem

Force Stabilization is a personnel-manning system that works in peace and war to





develop more cohesive, combat-ready units to fight and win our nation's wars. BG Sean Byrne, commander of TF Stabilization, summarized the problem by stating that "the Army's current manning system — in which Soldiers are moved as individuals, without regard for training cycles — routinely results in the breaking up of units that have recently completed advanced training events and are at the peak of training readiness."

During periods of infrequent combat deployments, as was the case before the global war on terror, concerns about lost team cohesion were overshadowed by the desire to cycle more Soldiers through developmental jobs — willingly accepting the accompanying short-lived reduced unit readiness.

However, during the sustained high deployment period caused by the global war on terror, the shortcomings of the Army's system that moves Soldiers as individuals — breaking up trained teams — became unmanageable.

The Army had to implement "Stop-Loss" to stop all Soldiers from leaving the Army, and "Stop-Move" to stop all Soldiers from changing units to enable it to fully man units that were sched-

uled for combat deployments.

"It was this failure of the individual replacement system to man deploying units that helped build irreversible momentum for change toward a system focused on building and maintaining unit teams for longer periods of time," said TF Stabilization Director COL Paul Thornton.

"The result is the Force Stabilization manning strategy that creates more highly trained, combat-ready, survivable units while providing increased stability and predictability to Soldiers and families," Thornton said.

## The Solution

The Force Stabilization initiative first stabilizes the force and then implements unit-focused stabilization, to increase cohesion by aligning Soldier assignments and unit operational cycles. The goal of Force Stabilization is to initially slow the force down by reducing the number of PCS moves and create more cohesive, highly trained, survivable units

that are more deployment ready.

Soldiers arriving at an installation will be stabilized for an extended period, moving only when necessary to support the needs of the Army, the leader development needs of Soldiers and Soldier preferences. This will make it the norm to remain in brigades or at installations longer as Soldiers build competence, experience and leadership skills. Soldiers will complete professional development schools, then return to their installations, only moving when



▲ Force stabilization will have immediate rewards for Army families, since they'll be able to count on not having to pick up and move every three years.





Force Stabilization provides the Army with teams that have lived, grown and trained together for longer periods of time.

dictated by Army requirements or when suitable developmental jobs are not locally available.

This will create strong cohesiveness and personal bonds that will lead to enhanced combat readiness. Of equal or greater importance, it means that families can become more connected to the community, stabilizing for longer periods and developing deeper social and professional networks.

Unit-focused stability will build teams that stay together for approximately three years. This will allow a synchronized reset period (all Soldiers arrive in the unit), train period (all Soldiers trained from individual to brigade level) and ready period (units available for worldwide deployment for six- to 12-month rotations). At the completion of a unit operational cycle, Soldiers may remain at the installation to start a new cycle, attend a professional-development course, or possibly move to a different installation for an operational or institutional assignment.

## Benefits to the Army

Force Stabilization provides the Army with teams that have lived, grown and trained together for longer periods of time.


"The personal bonds that are created add significantly to the peer to peer and leader to subordinate cohesiveness of units," said LTC Kurt Berry, a special forces officer and member of Task Force Stabilization.

With this increased stability, units can master basic skills, since new Soldiers are not arriving daily, and can spend more time acquiring advanced skills. This leads to enhanced combat capabilities, continuity during deployments and improved survivability on the battlefield.

## A Better System

The Army's need to implement Stop-Loss and Stop-Move proved that moving Soldiers individually would not work in both peace and war. Force Stabilization provides a manning system that improves cohesion, readiness and continuity during deployments, while also providing increased stability and predictability for Soldiers and families.

There are always concerns with implementing new and innovative programs. The Army has evaluated the risks, and has determined that the risks of not implementing far outweigh the risks of implementing Force Stabilization.

There will undoubtedly be some growing pains as we transition, but the benefits to the nation, the Army, units, Soldiers and families are well worth this undertaking. 



▲ Force Stabilization will also help Soldiers and families become more connected to their communities and make better use of the facilities available to them.



▲ In the end, Force Stabilization is intended to move the Army forward in the most efficient and least disruptive ways.



# The Soldier's Creed



*I am an American Soldier.*

*I am a warrior and a member of  
a team. I serve the people of the  
United States and live the Army Values*

*I will always place the mission first.*

*I will never accept defeat.*

*I will never quit.*

*I will never leave a fallen comrade.*



*I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.*

*I am an expert and I am a professional.*

*I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.*

*I am a guardian of freedom and the American way of life.*



**U.S. ARMY**

# ***I am an American Soldier***

**Soldiers**  
The Official Magazine of the U.S. Army







# Captured **Enemy** Ammunition

Story by Betsy Weiner

**I**N LESS than five months the U.S. Army Corps of Engineers has received and stored about 110,000 tons of captured enemy ammunition, or CEA, collected throughout Iraq. Nearly 75,000 tons — more than 100 million pounds, or the equivalent of 24,000 SUVs — has been destroyed.

In July 2003 Combined Joint Task Force-7 selected the Huntsville, Ala., Engineering and Support Center to conduct the mission. Six weeks later, the first ton of CEA was destroyed.

The program has also blasted through its biggest challenge — transitioning from military control to a civilian-managed working environment, said Glenn Earhart, chief of international operations and CEA

Betsy Weiner is assigned to the U.S. Army Corps of Engineers' Huntsville Engineering and Support Center.

Iraqi land mines — part of the 50,000 tons of captured enemy ammunition being destroyed at various locations — are prepared for destruction.

All photos courtesy U.S. Army Corps of Engineers





- ▲ Some 100 tons of captured enemy ammunition detonates in a spectacular controlled explosion.
- Three stockpiles of mixed munitions explode at the same time. Each stockpile consisted primarily of land mines and artillery shells.



▲ CEA team members prepare a stack of artillery shells for detonation.

program manager. The transition freed Soldiers to return to their war-fighting duties.

"When the program began we were facing quality-of-life issues, security difficulties and how best to use the local national workforce available to us," he said. "Now, all that has changed. We have installed base camps at each of our six sites and employ more than 1,000 Iraqis as laborers and security guards.

"Contractors now employ professional security companies from the United States, and our team controls site security," Earhart added. "The only responsibility the military still has is providing convoy security. Safety for our contractors, employees and government civilians is paramount in all of our considerations."

Another goal of the mission is to ensure a quality local-national workforce and to keep pace with the







▲ Thousands of 122mm and 130mm artillery rounds are among the millions of items being destroyed by members of the CEA.

demands of an improving economy in Iraq.

"As the people working for us become more skilled," Earhart said, "we will have to keep up with the demands for more competitive wages in accordance with the local economy. Our goal is to eventually return a safer Iraq to its people."

Although the CEA program was slated to end in September, the Huntsville Center recently received an additional \$525 million to perform worldwide munitions response services and other munitions-related services. The center awarded contracts to four businesses, with an option

▼ Security is tight around the various locations — all in remote areas — where captured enemy ammunition is stored. This is to prevent both theft and danger to the civilian population of Iraq.

to award five more.

"About 75 percent of the work awarded under the contracts is expected to be performed as part of the U.S. Army's CEA mission in Iraq and possibly in other areas outside the United States," said Dan Coberly, the Huntsville Center public affairs officer.

Huntsville Center employees are committed to providing quality services and products in the most cost-efficient way possible, said COL John Rivenburgh, the center's commander. The mission in Iraq is no different, he said. "Our Soldiers, contracting employees and Department of the Army civilians serving in Iraq are magnificent. They are diligent in their execution and professional in all they do. Their sacrifice is no less than that of our Soldiers, and we should never lose sight of that." 🇺🇸







# The Army's Top Enlisted Soldier

Story by Beth Reece Photos by MSG Richard Puckett

**H**IS career goal was to make first sergeant, but SMA Kenneth O. Preston is now head honcho of nearly 900,000 enlisted Soldiers.

Preston is the 13th sergeant major of the Army and personal adviser to the Army chief of staff on matters concerning enlisted Soldiers. The job allows him to do something Preston thinks he does best: listen.

"I've been around people all my career. I can tell by the things they say and how they act that something is bothering them, and being able to listen to a person's problems and understand them is the only way you can go about fixing them," he said.

## Eye on the Future

Preston arrived at the Army's top enlisted spot early this year fresh from Iraq, where he was the command sergeant major for Combined Joint Task Force 7. Time in the desert made Preston an eyewitness to the enemy's ability to adapt. It also made him a strong advocate for reform in Army tactics and technologies.

"Our biggest challenge right now is transforming while also fighting the war on terrorism. My goal is to get noncommissioned officers and enlisted Soldiers through this transition, to see them through changes to the future battlefield," he said.

Preston plans to keep training and professional development high on the

priority list, and will ensure the NCO education system evolves to suit tomorrow's Soldiers as they adjust to new and diverse threats.

One part of updating Soldier skills and knowledge includes incorporating lessons learned in Afghanistan and Iraq into training curriculums, Preston said.

"Assessing our performance and making changes to improve our Army

"They know that what they're doing is tied to the safety and security of the world."

is one of our great strengths. We have always embraced change and used it to our advantage," he said.

Preston anticipates a more modular Army in the coming years. The current 33 brigade combat teams will be refigured into 48, and units in heavy demand — such as military police — will expand. And as the Army's Force Stabilization initiative starts to balance Soldiers' time between deployments and home-based assignments, Preston also predicts a rise in well-being.

"We're going to see big improvements in the quality of life by stabilizing the force and putting a stop to all this moving around," he said. "If you're living at Fort Hood, Texas, for

example, and want to invest your money, you'll be able to buy a house and expect to stay there for six or seven years."

Spouses whose civilian careers have suffered from frequent moves will finally have a shot at career progression. And children will have more consistent school grading systems and graduation requirements. Health and childcare are no less important to Preston, who — with his wife, Karen — raised a daughter and two sons during 28 years of active duty.

"The Army is not a 9-to-5 job. It's more than that — it's a way of life for Soldiers and their families," he said.

Preston is equally engaged in issues affecting deployed reservists. His youngest son, Michael, is an Army Reserve specialist serving with the 327th Military Police Company in Baghdad. He often fills his father in on such reserve-component issues as pay and promotions.

The Army's high rate of off-duty deaths has also pushed safety to the top of Preston's agenda. While the fast-paced operational tempo — involving 325,000 Soldiers in more than 120 countries, and eight divisions in transition — may influence the increasing accident rates this fiscal year, Preston finds the rate of off-duty deaths alarming but preventable.

"Off-duty safety is going to be a big focus area for me," he said.





SMA Kenneth O. Preston welcomes V Corps Soldiers home from Iraq mid-March.

## Joining the Army

Born on a small farm in Garrett County, Md., Preston married his wife when they were both high school seniors.

"When we made the decision to get married, I started asking myself what I was going to do after graduation. I knew I couldn't raise a family on the \$1.75 an hour I was making as a grounds keeper," he said.

Preston was offered part ownership of a farm, but his dad wanted his oldest son to attend college.

"Dad didn't know how to pay for it, though. He told me he'd figure it out and the family would get by," Preston said. "But I didn't want to put that kind of burden on them."

With a dad who served two years in the Army, a mother who served three years in the Air Force, uncles who were all veterans and a grandfather who served in World War I, Preston flirted with thoughts of military service. The Army won by using a \$2,500 bonus to lure him into its ranks as a tanker.

"I had a family to think about. I needed a place to live and a car. So I went for the bonus and have never regretted it since," he said.

From every assignment he's had, Preston carries personal stories that help make him who he is today. Among his freshest memories is March 19, 2003.

"I still remember clearly sitting just south of the Iraqi border and being ready to move north with the

3rd Infantry Division," he said. "That's the kind of moment a Soldier never forgets."

SSG Kenneth Payne uses words such as caring, receptive and outgoing to describe Preston.

"He cares so much about the Army and about Soldiers. He's very genuine and very easy to approach," said Payne, who served with Preston in Iraq and now coordinates his travel schedule.

Army Chief of Staff GEN Peter Schoomaker has described Preston as a "real Soldier" whose career has been a balance of assignments with troop units and the U.S. Army Training and Doctrine Command.

Routinely invited to testify before Congress, Preston often relays the concerns of Soldiers and family members to politicians.

"I'm here to tell you there are highly motivated Soldiers who feel they're part of an operation with far-reaching implications," Preston said. "They know that what they're doing is tied to the safety and security of the world."

Life for Soldiers in Iraq gets better everyday, he said. New body armor, up-armored kits for Humvees and trucks, and specialized equipment are being forward deployed to Soldiers. Living conditions also improve each day.

"Many Soldiers in Operation Iraqi Freedom 1 had just a seven-day window from mobilization to deployment. Now we're making sure Soldiers get at least a 30-day window to go through training that includes lessons learned by previously deployed Soldiers," he said. "The Soldiers feel competent and confident going into the mission."

"They're seasoned, street-smart, battlefield-smart Soldiers. In a hand-to-hand fight with the enemy, the enemy is going to lose hands-down," he said.

As for being a member of senior leadership, Preston remains modest.

"I'm just another sergeant in the Army, a low-key, no-sparks kind of guy who wants to listen to Soldiers," he said. 🇺🇸

SMA Kenneth O. Preston



# America's Flag

THE flag known today as the Star-Spangled Banner was made in August 1813 by Mary Pickersgill, a professional flag-maker in Baltimore, Md., and her 13-year-old daughter, Caroline.



Flag Day is June 14

Made of wool bunting, the 30-by-42-foot garrison flag weighed 50 pounds, cost \$405.90 and was commissioned by LTC George Armistead to fly over Fort McHenry, Md. It was flown at the fort during the British bombardment on Sept. 13 and 14, 1814.

At 7 a.m. on Sept. 14, Francis Scott Key, a Washington lawyer who had gone to the British fleet to obtain the release of a civilian prisoner and had been detained on one of the ships, saw the flag “by the dawn’s early light,” flying over the fort.

The sight inspired Key to write the patriotic and defiant words of a poem that became a rallying cry for Americans who had fought their first war as a united nation. Key set the poem to the music of a tune called “To Anacreon in Heaven.” It gradually gained the status of a national anthem, although it wasn’t officially given that designation by Congress until 1931.

Armistead acquired the flag soon after the battle, and after his death, in 1818, it passed to his widow, Louisa Armistead.

Over the years, the flag continued to pass from family member to family member — from Armistead’s widow to her daughter and grandson. The latter, Eben Appleton, loaned the flag to the Smithsonian Institution in 1907 so it could be displayed “along with the relics of Washington and Grant.” And in 1912, he converted the loan to a gift, so the flag could

belong “to that institution in the country where it could be conveniently seen by the public and where it would be well cared for.”

Today, through the Star-Spangled Banner Preservation Project, conservators are working to preserve America’s symbol of freedom for future generations.

## Preserving the Flag

“PRESERVING the ‘Star-Spangled Banner’ has been a priority for the Smithsonian Institution since we took custody of it,” said Marc Pachter, acting director of the museum. “The museum began a flag-conservation project to guarantee that generations of Americans will continue to be inspired by it.”

The flag is undergoing a multi-year conservation treatment at the museum intended to clean and stabilize the flag and to preserve it for future generations. The museum is not restoring the flag to look like new.

“Visitors have told us over and over that they are not disappointed at seeing the tattered condition of the flag; rather, they are awed that it has survived,” said project curator Marilyn Zoidis. “They tell us that the holes and the tears show that this is the real Star-Spangled Banner, an old flag full of history that would be lost if restored to look like new.”

The linen backing and approximately 1.7 million stitches that attached it to the flag have been removed, revealing the extent of the damage and fragility of the aging flag.

This article was provided by the Smithsonian National Museum of American History Public Affairs Office.





Conservators have found some completely threadbare areas, especially in the broad white stripes.

The \$18 million flag-conservation project — which includes the cost of a state-of-the-art laboratory, research studies and educational outreach — is taking place in public view within a specially designed lab that features a 50-foot, floor-to-ceiling glass wall, through which visitors can follow the process. A companion exhibition, titled “Preserving the Star-Spangled Banner: the Flag that Inspired the National Anthem,” provides information about the preservation process and tells the history of the flag. More than 7 million people have seen the flag since the lab opened on May 27, 1999.

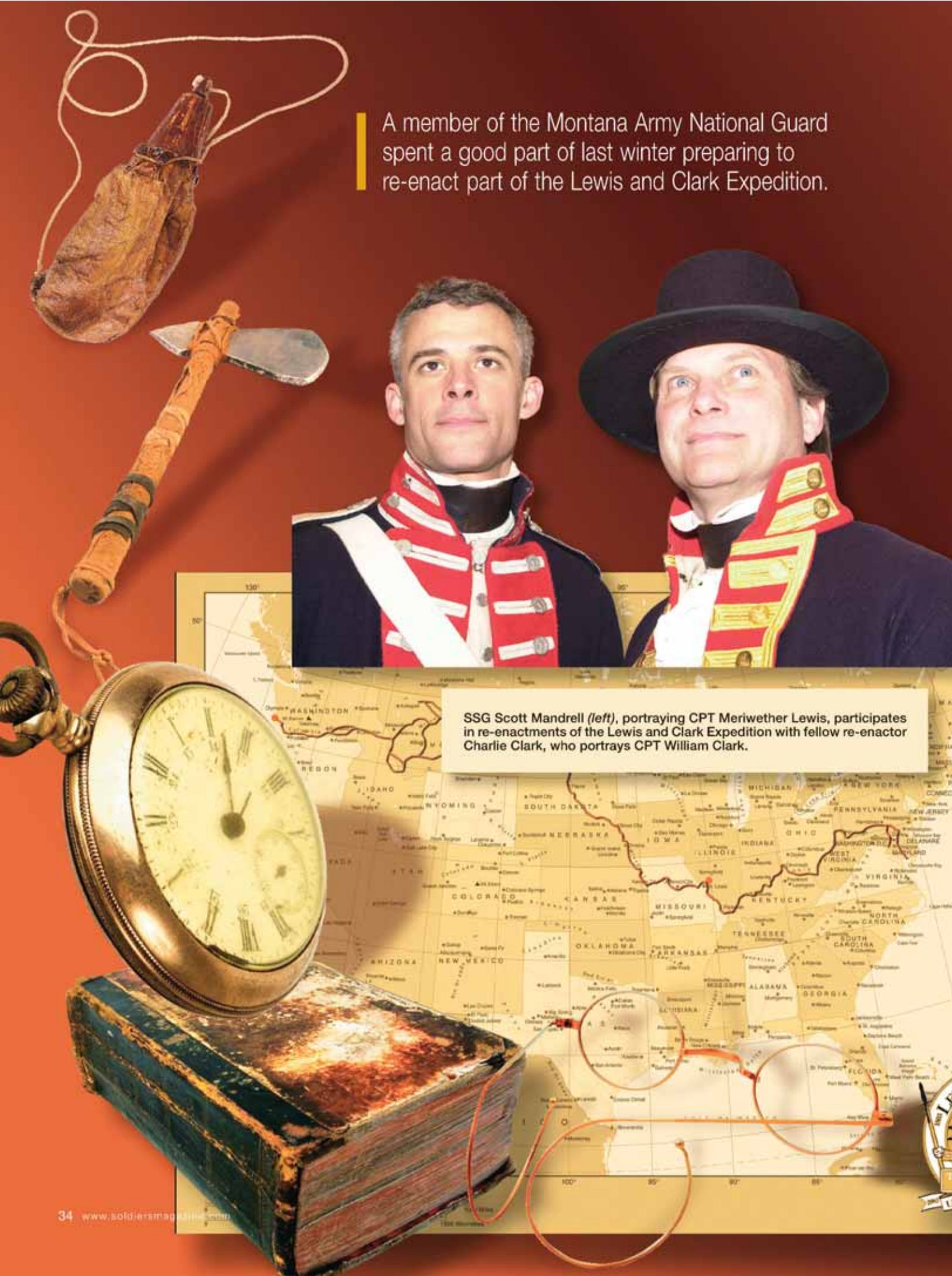
The location for display of the conserved flag has yet to be determined. 🇺🇸

### Quick Facts About the “Star-Spangled Banner”

- ★ Made in 1813 by Mary Pickersgill of Baltimore and her 13-year-old daughter.
- ★ Commissioned to be flown at Fort McHenry in the Baltimore Harbor, in Maryland.
- ★ 30-by-34 feet, close to three stories high, weighs about 50 pounds.
- ★ 15 stripes and 15 stars, as mandated by Congress in 1794.
- ★ Massive size was typical of garrison flags used at forts in the 19th century. They were flown from tall poles so they could be seen from great distances.
- ★ A red “V” on one of the white stripes was probably the beginning of the letter “A” for Armistead, the name of the commander at Fort McHenry.
- ★ Pieces of the flag were removed before it came to the Smithsonian. It’s missing about eight feet from its bottom edge.

— Smithsonian National Museum of American History Public Affairs Office





A member of the Montana Army National Guard spent a good part of last winter preparing to re-enact part of the Lewis and Clark Expedition.

SSG Scott Mandrell (left), portraying CPT Meriwether Lewis, participates in re-enactments of the Lewis and Clark Expedition with fellow re-enactor Charlie Clark, who portrays CPT William Clark.



# Lewis and Clark *Reliving an Expedition*

Story and Photos by MSG Bob Haskell

**S**SG Scott Mandrell, a member of the Montana Army National Guard, spent a good part of this past winter preparing for a special journey — a re-enactment of the Lewis and Clark Expedition's journey up the Missouri River 200 years ago.

On May 14, 1804, the 40-member Corps of Discovery, led by CPTs Meriwether Lewis and William Clark, set off on their adventure to explore the American West.

Mandrell's trip was preceded by many social events, including his appearance at schools, where he wore his early Army uniform. Live Internet broadcasts and television appearances contributed to public awareness of the event, as

did Mandrell's many responses to e-mail queries about his "expedition."

Over the next two years Mandrell will travel by boat, horseback and foot from St. Charles, Mo., to the Pacific Ocean, before returning to St. Louis.

He's as determined to re-enact the Lewis and Clark Expedition, hour by hour and day by day, as Lewis was to explore the vast region west of the Mississippi River after the United States purchased the Louisiana territory from France in 1802, Mandrell said.

He and his supporters, including schoolteachers Tim Gore and Jim Sturm, are also intent on broadcasting lessons about the expedition as they follow the trail.

Topics will include the practical mathematics that Lewis and Clark used for packing and balancing their boats, how rocks are formed and the works of art being inspired by the bicentennial commemoration.

MSG Bob Haskell works for the National Guard Bureau's Public Affairs Office in Arlington, Va.

Mandrell makes an entry in his journal much as CPT Meriwether Lewis might have done in his spartan quarters at Camp River Dubois, near St. Louis, during the winter of 1803-1804.

The National Park Service and the Discovery Expedition of St. Charles are among the organizations supporting the project, said Mandrell, who has put his teaching career on hold to follow his dream.

The National Guard is not helping to fund the venture, but other Guard Soldiers are as heavily involved as Mandrell.

Montana Army Guard SGT Larry McClain, for example, lives in St. Charles and works behind the scenes as much as his duties as a local police officer allow. When he has time to put on his 19th-century uniform, McClain portrays PVT Hugh McNeal.

McClain is also president of the nearly 300-member Discovery Expedition of St. Charles, so he spends a lot of time working with volunteers who are supporting the re-enactment and dealing with people who are planning commemorative events in communities along the trail.

"Scott is out there full time, and he has operational control in the field," said McClain. "I work the logistics support in the background. I'm the chairman of the planning committee, and I spend a lot of time on the phone."

"I'm interested in history, and I watched them building the boats for this re-enactment," said McClain, who served in the Marine Corps Reserve before joining the Montana National Guard to take part in the re-enactment.

(Continued on page 34)







Mandrell prepares to raise the 15-star American flag at Camp River Dubois. The replica camp was built about two miles from the site believed to have housed the original cantonment area where the expedition members spent the winter of 1803-1804.

"I couldn't just stand on the riverbank and watch them go. I had to be a part of it," added McClain, who re-enlisted for three years in February.

To pull it all off, Mandrell must coexist in the 19th and 21st centuries until, if all goes well, the adventure of nearly 8,000 miles ends on Sept. 23, 2006.

He has spent seven years researching and preparing to do what — as far as he knows — no one else is trying to do during the bicentennial celebration of the expedition that opened the West to American commerce and expansion.

While dressed in his suitably stained, white uniform of "small clothes" and carrying a .54-caliber rifled pistol on his belt, Mandrell must supervise groups of 15 to 20 men — also donning period clothing — who are needed to portage the three boats, including a 55-foot replica of the Corps of Discovery's keelboat.

He must also keep tabs on a 25-foot recreational vehicle that's used to tow the Internet uplink equipment necessary for broadcasting reports of the adventure via satellite.

The team made its 32nd broadcast about aspects of the bicentennial on Feb. 19. The venue was the Lewis and Clark Community College in Godfrey, Ill.

To make accurate reports, Mandrell must keep a daily journal on a laptop computer.

"I have no delusions. I am not Meriwether Lewis, but I'm trying to repeat the process that he went through," Mandrell said. "I don't think so much about what Lewis did as I think about what I have to do."

"My days on the river are consumed with taking precautions to ensure the safety of the boats. That is paramount," said Mandrell, who spent three and a half months last year directing those boats down the Ohio River from Pittsburgh to Camp River Dubois, Lewis and Clark's winter quarters beside the Mississippi, near St. Charles.

"I grew up on these rivers," said Mandrell, who was raised in the St. Louis area. "This river will eat up your boat and kill your men if you're not safety conscious."

Mandrell learned some other important things about the earlier

expedition, too. "It takes 11 long days to ride by horseback from Washington, D.C., to Pittsburgh. That's how long it took Lewis to make that ride in July 1803." And that's how long it took Mandrell to repeat that ride in 2003.

"Lewis and Clark were not giants," Mandrell said. "They were ordinary guys who got up every day and moved 20 more miles. The expedition was not about two men. It was about a unit. Unit cohesion and diversity were keys to success."

"This was as diverse a group of individuals as you could imagine," Mandrell said. "They didn't even believe they came from the same country. But when they encountered a problem, someone had the insight and experience to solve it."

Citing ways this diverse group came together, Mandrell pointed out that those individuals who possessed the boat-handling or frontier skills needed to move the party westward at first had to adjust to military discipline. On the other hand, others who had such specialized skills as blacksmithing and carpentry had to learn from the frontiersmen how to survive in the wild.

The group was also ethnically diverse. It included such men as PVT Francois LeBiche, who was of French, American Indian and African heritage; Clark's slave, York; and the American Indian woman Sacagawea as guide and interpreter.

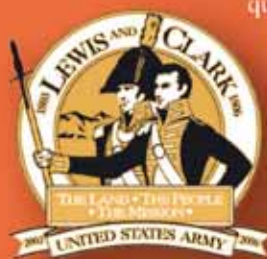
"There were Protestants, including a German, who were joined by French Catholics, the boatmen. They all had to work together. Who today could not find a connection to this story?" Mandrell asked.

Mandrell also maintains that venturing into the American wilderness with the Corps of Discovery was not as big a hardship as many people might think.

"In 1803, life in this country was a terrible ordeal, even if you stayed home in Kentucky or Pennsylvania," he said. "You still got up at first light and worked hard all day just to survive. Going on this exploration was not that much more difficult."

The journey Mandrell started in May — leading his own "Corps of Discovery" up the Missouri River and then across the Rocky Mountains — will ultimately take him down the Columbia River to the Pacific Ocean. ☺

Such 21st-century tools as a laptop computer and cell phone are vital in today's world, even when re-enacting the exploits of the intrepid members of the Lewis and Clark Expedition.





The Soldiers of the Lewis and Clark Expedition and

# Today's Army Values

Source: U.S. Army Center of Military History

## **Loyalty:**

Bear true faith and allegiance to the U.S. constitution, the Army, your unit and other Soldiers.

## **The Decision at the Marias.**

The men thought the route ran to the northwest up the Marias River, while both Lewis and Clark thought the main river channel ran to the southwest. The men agreed to go along with the decision of the captains to proceed to the southwest, which was indeed the Missouri River.

## **Duty:**

Fulfill your obligations.

## **Fulfilling the Letter and Intent of Jefferson's Order.**

The Corps of Discovery never wavered from its mission.

## **Respect:**

Treat people as they should be treated.

## **Diplomats with the Indians.**

The Corps of Discovery honored with dignity and respect all the tribes it met, offering gifts as a symbol of friendship and peace.

## **Selfless Service:**

Put the welfare of the nation, the Army and your subordinates before your own.

## **Adversity Along the Way.**

Hard physical labor characterized every day, but the Corps of Discovery conquered every navigational hazard and overcame a variety of physical ills.

## **Honor:**

Live up to all the Army values.

## **Importance of Character.**

Lewis and Clark were very thorough in selecting only the best men for the mission — those who would work together for the good of the group and pull their own weight.

## **Integrity:**

Do what is right, legally and morally.

## **Degree of Freedom.**

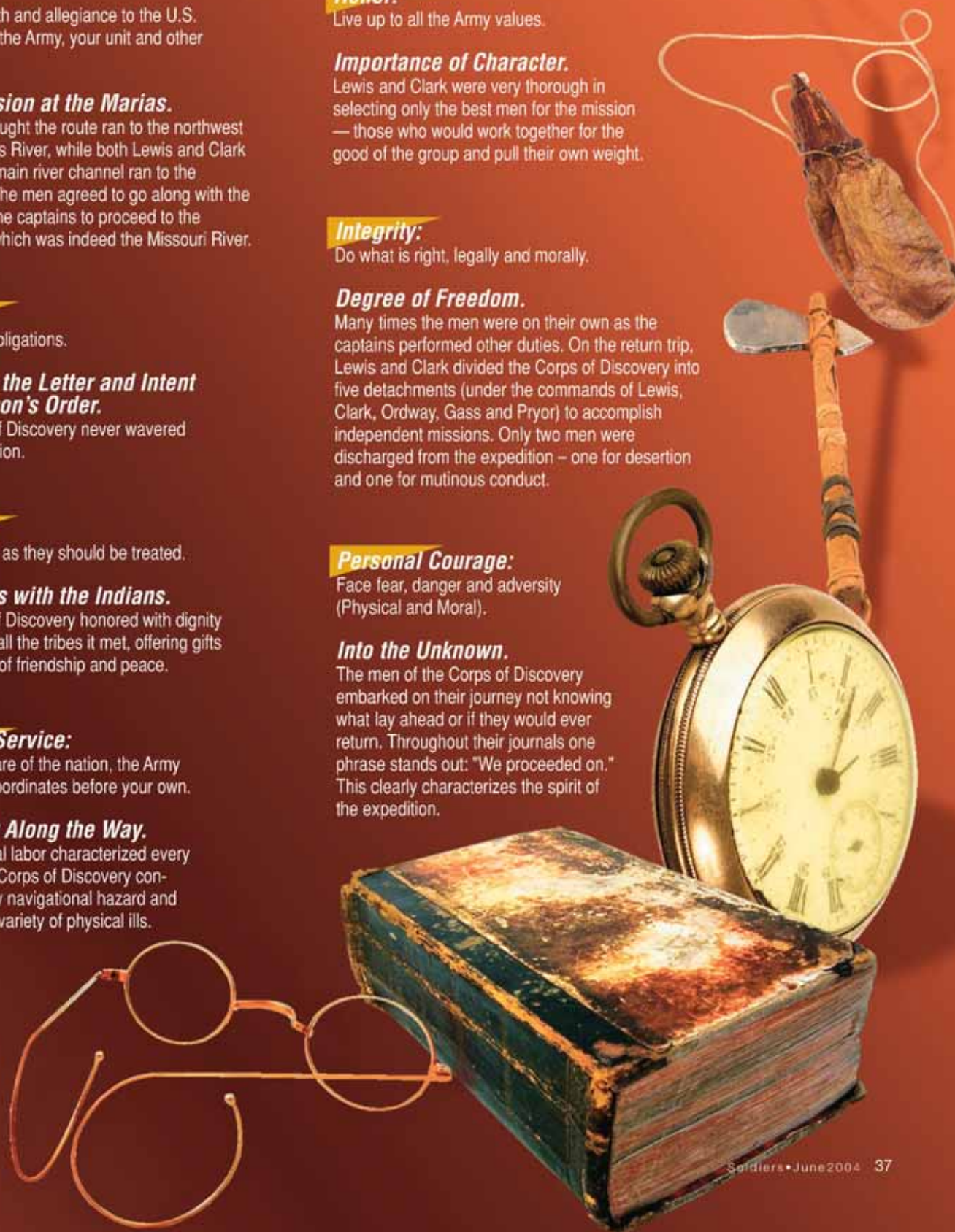
Many times the men were on their own as the captains performed other duties. On the return trip, Lewis and Clark divided the Corps of Discovery into five detachments (under the commands of Lewis, Clark, Ordway, Gass and Pryor) to accomplish independent missions. Only two men were discharged from the expedition — one for desertion and one for mutinous conduct.

## **Personal Courage:**

Face fear, danger and adversity (Physical and Moral).

## **Into the Unknown.**

The men of the Corps of Discovery embarked on their journey not knowing what lay ahead or if they would ever return. Throughout their journals one phrase stands out: "We proceeded on." This clearly characterizes the spirit of the expedition.





# Sharp Shooters



**S**OLDIERS assigned to Fort Drum's U.S. Army Air Ambulance Detachment constantly train to handle "life-and-death" rescues. When not training on their own skills, the unit trains other Soldiers in the art of medical evacuation. SPC Rachel Tolliver with the 10th Mountain Division's Public Affairs Office illustrates a day in the life of a flight medic. 🇺🇸



▲ SGT Jim Nuzzi hooks onto a jungle penetrator before being winched to the ground during a medical evacuation training exercise.



▲ SPC Alan Sharp checks his oxygen supply during a routine preflight inventory inspection.



▲ Secured to the penetrator, Nuzzi prepares to descend from the hovering UH-60 during the medical evacuation training exercise.





▲ SGT Colin Marcoux, a medic with the U.S. Army Air Ambulance Detachment, instructs members of the 10th Signal Battalion on how to load a casualty onto a helicopter for medical evacuation.





# World War II Honoring Their Sacrifice

Story by Beth Reece

**M**ORE than 1,100 World War II veterans die each day. Fewer than four million of the 16 million service members who served in the war were alive to witness the dedication of the National World War II Memorial in Washington, D.C., on May 29.

The memorial is the first national landmark to honor veterans — and Americans at large — for their devotion to peace and freedom during WWII.

“Nearly every American was involved in the war in some way, whether as a civilian working in a factory, a child collecting scrap metal and rubber, or fighting overseas,” said

“Nearly every American was involved in the war in some way, whether as a civilian working in a factory, a child collecting scrap metal and rubber, or fighting overseas.”

Mike Conley, a spokesman for the American Battle Monuments Commission. “This memorial sends a very important message about the American spirit and the willingness of a free people to unite for a common cause.”

The “sheer magnitude and global

significance” of WWII justifies the memorial’s location at the central axis of the National Mall, between the Lincoln Memorial and Washington Monument, Conley said.

## Design

The memorial’s design is the work of Rhode Island architect Friedrich St. Florian, whose preliminary sketches outshined those of over 400 entrants in a 1996 national competition. St. Florian’s original design underwent numerous alterations during more than 20 public hearings related to the memorial’s site. Final designs were approved in 2000 and construction began in September 2001.

“It’s important that you have





◀ A west view of the World War II Memorial.

“They were ordinary people who half a century ago did nothing less than save the world.” — actor Tom Hanks

field of 4,000 sculptured gold stars that represent the more than 400,000 Americans who died in the war. The centerpiece of the memorial plaza is the reconstructed Rainbow Pool, with its restored ring of water jets.

### Public Support

More than \$194 million in cash and pledges was raised for construction of the memorial. Contributions came from veterans groups, schools, corporations, foundations, professional organizations and individuals.


Such public figures as Senator Bob Dole and actor Tom Hanks drew public support for the memorial. Hanks’ interest in WWII stems partly from his experience making the film “Saving Private Ryan.” He first inspired public interest in the memorial project at the People’s Choice Awards in 1998. According to Conley, donation calls to the ABMC went from 45 a day to 19,000 within the

first half-hour during which Hanks spoke about WWII veterans on network television.

“They were ordinary people who half a century ago did nothing less than save the world,” Hanks said. “Millions served in uniform, millions more served at home and nearly half a million gave their lives. And yet there is no national memorial to honor their sacrifice.”

Now there is. 🇺🇸

**WWII** National World War II Memorial  
Washington, D.C. located:  
(between Independence and Constitution  
Avenues) between 10th and 14th Streets.

 To For more information go to  
[www.wwiimemorial.com](http://www.wwiimemorial.com).

The memorial is the first national landmark to honor veterans — and Americans at large — for their devotion to peace and freedom during WWII.

public dialog on memorials, especially for those on the National Mall, because once they’re built, they’re there forever,” Conley said. “Different viewpoints and suggestions can result in a much better memorial.”

Themes of national unity and victory flow through the 7.4-acre memorial site. Two 43-foot arches mark the north and south entries, and 56 granite pillars inscribed with state and territory names are connected by a bronze sculptured rope to symbolize the nation’s bonding during the war.

Along the memorial’s west side is the Freedom Wall, which contains a



▶ An east view of the memorial.



# ArmyHistory in June

Beyond its role in defense of the nation, the Army and its Soldiers have contributed to medicine, technology, exploration, engineering and science. The milestones listed in this monthly chronology offer only a small glimpse of that proud story of selfless service. It is also your story.

For more about Army history, go to [www.ArmoryHistoryFnd.org](http://www.ArmoryHistoryFnd.org) and [www.Armory.mil/cmh](http://www.Armory.mil/cmh).

## 1700s

**1745** — The French fortress of Louisbourg, Nova Scotia, surrenders to American colonial troops, easing the danger of French raids on New England coastal towns.

**1775** — Birthday of the Army. On June 14 the Second Continental Congress votes to raise 10 companies of riflemen from Virginia, Maryland and Pennsylvania. In addition, it assumes responsibility for thousands of American militia besieging the British in Boston.

**1775** — On June 16 Congress appoints George Washington general and commander in chief of the Continental Army. Congress also authorizes an engineer, adjutant general, paymaster, commissary general and quartermaster, giving birth to those branches.

**1775** — Battle of Bunker Hill. The new Continental Army fights its first battle on June 17 when British troops attack Colonial positions on Breed's Hill (misidentified as Bunker Hill) in Massachusetts. After three bloody assaults, the Americans are driven out.



1745

**1776** — Congress creates the Board of War and Ordnance to oversee the conduct of the war. It is a forerunner of the departments of Army and Defense.

**1778** — Battle of Monmouth, N.J. On June 28 a mismanaged attack by MG Charles Lee almost turns into an American defeat until Washington rallies the troops. During the battle, Mary Hayes (Molly Pitcher) steps in to help when her husband, an artilleryman, is wounded.

**1783** — Congress orders demobilization of the Continental Army. On June 2 Washington begins sending men home, pending formal discharge. He is unable to provide long overdue pay, and hundreds of Soldiers protest outside Congress.

**1792** — MG Anthony Wayne, Army commander in chief, arrives at Fort Fayette in Pittsburgh, Pa., in mid-June to take command of the reorganized Legion of the United States.

1775

## 1800s

**1804** — Corps of Discovery. The Soldiers under CPT Meriwether Lewis and LT William Clark pole their boats up the Missouri River past La Charette, the last American settlement, on June 25.

**1806** — Red River Expedition. Soldiers of the 2nd Infantry and their guides begin their ascent of the Red River on June 2. Escorting civilian scientists on a mission similar to the Lewis and Clark Expedition, the explorers are stalked by Spanish patrols sent to interdict the Americans.



1813

**1813** — On June 27 MAJ George Armistead of the 3rd Artillery takes command of Fort McHenry at Baltimore Harbor. One of his first actions is to order an unusually large American flag to fly over the fort.

**1850** — Army explorers CPT Howard Stansbury and LT John W. Gunnison, both topographic engineers, complete the first survey of the Great Salt Lake basin, identifying routes for future roads and rail lines.



By COL Raymond K. Bluhm Jr. (Ret.)

An officer of the Army History Foundation and co-author of "The Soldier's Guide" and "The Army."

**1860** — Signal Corps birthday. On June 21 Congress approves appointment of one signal officer.

**1863** — Battle of Brandy Station. Union cavalry from the Army of the Potomac surprises MG J.E.B. Stuart's Confederate cavalry on its northern advance through the Shenandoah Valley. In one of the purely cavalry battles of the Civil War, the two units fight to a draw on June 9.

**1870** — SGT Emanuel Stance of the 9th Cavalry receives the first Medal of Honor awarded to a black Regular soldier. Issued on June 20, the posthumous award cites Stance's heroic actions during a skirmish with Indians on the Texas frontier.

**1898** — Spanish-American War. On June 22 troops of V Corps, under MG William Shafter, land at Daiquiri, Cuba, and march to capture Santiago.

**1947** — On June 18 COL Florence A. Blanchfield of the Army Nurse Corps receives the first Regular Army commission given to a woman.

**1951** — Operation Piledriver is launched against communist forces in the Iron Triangle. It is the last large United Nations offensive of the Korean War.

**1956** — On June 12 the Army adopts its official flag in a ceremony at Independence Hall in Philadelphia, Pa.

**1999** — On June 13 CPT Marshall Miles leads Company C, 1st Battalion, 35th Armored Regiment, into Kosovo. It is the first ground combat unit of Task Force Falcon to arrive.



2000

**2002** — On June 10 and 11 Soldiers of the 3rd Bn., 187th Inf., 101st Abn. Div., take part in Operation Apache Snow II in Afghanistan's Suleiman Khel Valley. The air assault sets a distance record of 192 miles.

**2003** — Night positions of the 3rd Sqdn., 7th Cav., 3rd Inf. Div., near Bolad, Iraq, are attacked by pro-Saddam fighters on June 13. An American counterattack kills 20 enemy fighters.



## 1900s

**1903** — The Army adopts the Model 1903 Springfield rifle to replace the Krag rifle. The Springfield remains in Army service for more than 50 years.

**1911** — The School of Fire is established at Fort Sill, Okla., on June 11. It is redesignated the Field Artillery School in 1919.

**1917** — Birthday of the Chemical Corps. Congress establishes the Army Chemical Warfare Service on June 28. It is redesignated the Army Chemical Corps in 1945.

**1942** — In the first foreign attack on the U.S. coast since 1812, Fort Stevens, Wash., is shelled by a Japanese submarine on June 22.

## 2000s

**2000** — President Bill Clinton presents 22 Medals of Honor to veterans of World War II. Twenty of the men served in the 442nd Infantry Regiment.

2002



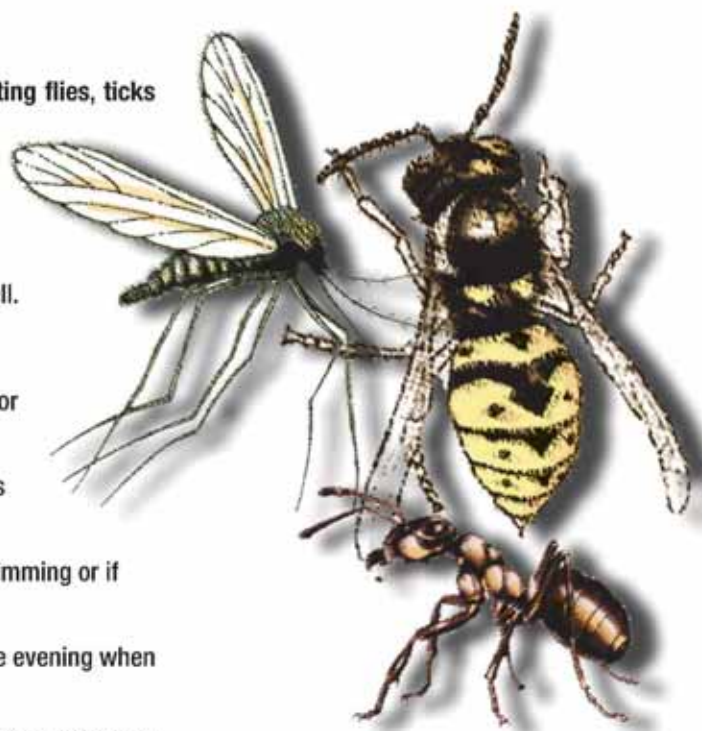


## Outdoors

### BUGS OF SUMMER

WITH backyard barbecues come the pests: mosquitoes, biting flies, ticks and yellow jackets. Swatting and flailing usually just exasperates these pesky bugs. To avoid bug bites and bee stings:

- Keep away from stagnant pools of water, which are breeding grounds for mosquitoes.
- Keep food covered so insects aren't attracted to the smell.
- Avoid perfumes, perfumed sun lotions and hair spray.
- Don't wash with scented soaps, or apply scented creams or cosmetics.
- Dress in pale colors that won't attract bugs, and cover as much of your skin as possible.
- Use insect repellents, and be sure to reapply it when swimming or if you're sweating.
- If you're prone to bug bites and stings, stay indoors in the evening when bugs are most prevalent.
- Research before investing in a bug "zapper." Some scientists claim they kill more "good" bugs than the ones that bite.



## Trauma



### WHEN GRIEF LINGERS

YOU'RE home safe, but the memories won't fade. Many combat veterans suffer from Post-Traumatic Stress Disorder after experiencing life-threatening situations or witnessing others being harmed. Most veterans gradually recover from the symptoms of PTSD without medical treatment, while others need professional help.

Symptoms of PTSD include unwanted memories or flashbacks, difficulty sleeping, irritability, anger, anxiety, emotional numbness, avoidance of trauma-related thoughts and feelings, difficulty concentrating, depression, guilt and shame. Untreated symptoms may worsen and eventually take a toll on relationships.

One step toward overcoming PTSD is learning about trauma and its effects. Veterans' loved ones should also learn about PTSD to understand veterans' reactions and to help them cope.

PTSD treatment can increase individuals' ability to cope and decrease intense emotions. It cannot erase memories of traumatic events.

The National Center for PTSD has developed a guide addressing the special needs of Operation Iraqi Freedom veterans.



For educational handouts on war-related stress, go to [www.ncptsd.org/topics/war.html](http://www.ncptsd.org/topics/war.html).

Medical centers run by the Department of Veterans Affairs also provide specialized programs for veterans with PTSD.



For details from the Department of Veterans Affairs, go to [www.va.gov/rccs](http://www.va.gov/rccs).



## HIRE THE HEROES

THE AUTOMOTIVE INDUSTRY WANTS YOU.

The industry group Automotive Retailing Today has joined with the military services to combat a shortage of qualified auto-repair technicians through "Hire the Heroes." The program matches qualified veterans with available jobs through the Army Career and Alumni Program.

"The Hire the Heroes initiative will give thousands of automobile dealers the opportunity to network with military personnel and develop strategic relationships to ease the transition for veterans into satisfying service technician careers," said James Willingham, chairman of Automotive Retailing Today.

An estimated 35,000 workers will be needed annually for new auto technician jobs in this decade. Most car dealers are willing to train newly hired employees already certified by the National Institute for Automotive Service Excellence.

Service members may use the Veterans Education Assistance Program or Montgomery GI Bill to take ACE certification courses.



For details go to  
[www.autoretailing.org/military](http://www.autoretailing.org/military)



## HAPPY FATHER'S DAY



LOTS of military dads will be miles away from home this Fathers' Day.

The Dads at a Distance

Web site helps deployed fathers maintain relationships with their children. The site, [www.daads.com](http://www.daads.com), lists activities for long-distance dads to do with

children, long-distance fathering stories and books for long-distance dads.

## Legal

### NEW LAW, NEW RIGHTS

THE former Soldiers' and Sailors' Civil Relief Act is now the Servicemembers' Civil Relief Act. With the name change comes more legal protection.

Written in 1940, the original law left room for credit agencies and courts to misinterpret the legal exceptions provided to military members. The latest amendment to the law clarifies vague language and also includes some additions. Modifications include:

- Active-duty service members may terminate real-property leases upon receipt of permanent-change-of-station or deployment orders. This eliminates the need for military clauses in lease agreements.
- Service members may terminate automobile leases upon receipt of PCS or deployment orders. This right extends to both pre-service leases and those entered upon while on active duty.
- Creditors may not charge service members more than six percent interest on pre-service loans. Interest cannot be deferred until service members leave active duty.

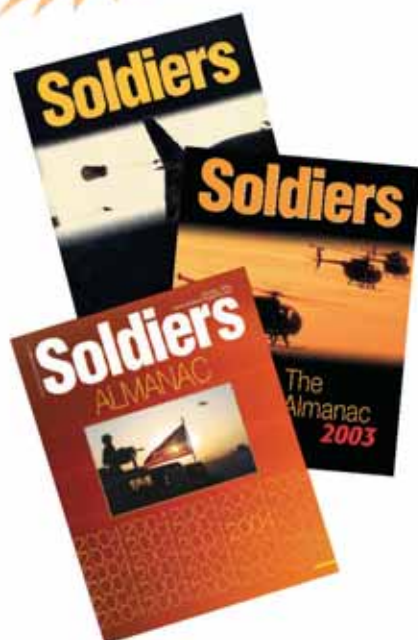


To review the new SCRA go to  
<http://globalspecops.com/scra.html>



# IT'S YOUR TIME TO SHINE IN SOLDIERS' MOST POPULAR ISSUE

**Soldiers** is planning the January 2005 Almanac and wants your images for the "This is Our Army" section. Send us your candid photos of the Army family at work or play.



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THEY WILL REPRESENT  
YOU AND YOUR UNIT,  
AND WILL MAKE  
YOUR ARMY PROUD!

## RULES AND HELPFUL INFORMATION—

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2. Your package should be postmarked NLT Sept. 3, 2004.
3. Photo or images without complete caption information will not be considered. We need the who, what, where and when, as well as the photographer's name and rank. We must be able to easily identify which caption goes with which image.
4. Complete the form below. Copy for more than one entry.
5. Soldiers prefers color prints or slides, but will also accept digital images.
6. Digital images must be very high resolution, a minimum of 5" x 7" at 300 dpi. Do not send prints made from digital images.
7. For tips on shooting, check out "Writing and Shooting for Soldiers Magazine" and the Soldiers Style Guide. Both are available at [www.soldiersmagazine.com](http://www.soldiersmagazine.com).

### GOT QUESTIONS?

Contact our photo editor by phone at (703) 806-4504 or (DSN) 656-4504, or via e-mail to [soldiers@belvoir.army.mil](mailto:soldiers@belvoir.army.mil).

### NOTE:

Due to a limited staff, we regret that photos and accompanying information cannot be returned.

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## AAFES Angel

**S**HE'S outgoing and friendly, an icon at the Tallil Air Base Shopette in Iraq, and now she's going home after serving six months in a combat zone.

A 62-year-old mother of four and grandmother of seven, **Heidi Stover**, an Army and Air Force Exchange



Service store manager, has seen a lot over the past six months, and said the people she has met will forever stay in her thoughts.

"They're my kids," she said, referring to the American and coalition soldiers

and airmen who shopped at her store. "It didn't matter if they were Italian, Dutch, British or Estonian, I treated them all like family."

The 25-year AAFES employee volunteered for duty in Iraq as a way for her to bring a little piece of home to the military personnel deployed to Tallil.

"When I first got here I wondered what I'd gotten myself into," said Stover. "The temperatures were 120, 130, 140 degrees."

"We're going to miss her," said Robin Price, an AAFES team leader and Stover's tent mate. "She loves serving the troops." — *Tech. Sgt. Bob Oldham, USAF 332nd Air Expeditionary Wing Public Affairs Office*

## Heroes Meet

**H**EROES of the high-school gridiron met heroes of the war on terrorism during pregame activities at the Army-sponsored All-American Bowl.

More than 80 Soldiers who earned the Silver Star, Bronze Star or Purple Heart during operations Iraqi Freedom and Enduring Freedom were each matched with one of the nation's top high school football players and introduced at the start of the All-American Bowl contest between the East and West squads.

**MAJ Walleon Bobo**, a civil-affairs officer and Purple Heart recipient from the 431st Civil Affairs Bn. in North Little Rock, Ark., explained that they were there not only to be honored, but to honor the outstanding achievements of the high school athletes taking the field.

**MSG George Hosster**, who earned the Bronze Star for his actions as a support company first sergeant, said he sees quite a few similarities in the pairing of Soldiers and high school athletes.

"The Army heroes are here to show support of our future leaders," he said. "We're also here to support, encourage and honor some of the top athletes in the country who have proven that they are special and represent the core of our country's future." — *Richard Lamance, Army and Air Force Hometown News Service*



(continued on page 48)



(continued from page 47)

## Selfless Service

**F**ERNANDO Bautista had been working with a group of architects and engineers as a building designer with the U.S. Army Corps of Engineers' New York District on the 20th floor of 26 Federal Plaza on Sept. 11, 2001, when they heard a big bang and felt the building shake.

After that fateful day the engineers worked from alternate locations throughout the city. "Things were different," said Bautista, a 20-year resident of the Big Apple. A year after the terrorist attack on the World Trade Center he moved to Wiesbaden, Germany, as part of the Corps of Engineers' Europe District and volunteered to participate in the District's Field Force Engineering Program in Kuwait.

While serving in Kuwait Bautista was involved in the master planning of 17 airfields, including the one at Balad.

"I really experienced being a part of the greatest army in the world," said Bautista. "It has been one of the greatest things I have done in my professional life. I am an American, I am a New Yorker. I had to do something." — *Grant Sattler, U.S. Army Corps of Engineers' Europe District*



## Special Delivery

**S**SG Gina Gray, a broadcast journalist assigned to the 173rd Airborne Brigade, found herself in the unusual position of playing doctor, nurse and midwife to an Iraqi mother too poor to afford a trip to the hospital to give birth.

While searching a house in Kirkuk, Iraq, Soldiers of Company B, 2nd Battalion, 503rd Infantry, were asked by the homeowner not to enter one of the rooms. They learned through an interpreter that a "sick woman" was inside.

The commander in the area, trying to be sensitive to the owner's wishes while still conducting a thorough search, sent for the only female Soldier in the area.

"I really had no idea what to expect," Gray said. "When I went in, the baby had just come out. The mother was just laying there in pain and the other women were wiping the baby down."



Gray had entered the room just as the women were about to cut the umbilical cord. She then stuck her head out the door, asked that no one come in and that someone get her a combat-lifesaver bag.

Once the placenta was delivered Gray called for a medic to assist. "I just held the new mother's hand, tried talking to her, tried to calm her down," said Gray, herself the mother of a 3-year-old boy.

While language and cultural barriers may be hampering the process of rebuilding Iraq, there was no such effect between these two mothers. — *SFC Todd Oliver, 173rd Abn. Bde. PAO*



SERVING A NATION AT WAR



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# Road to the Olympics

**SGT Dremiel Byers**



SGT Dremiel Byers, a member of the U.S. Army World Class Athlete Program at Fort Carson, Colo., won the super-heavyweight Greco-Roman crown with a 3-1 victory over Olympic gold medalist Rulon Gardner in the 2004 U.S. National Wrestling Championships. Byers was the 2002 world champion and 2002 Army Male Athlete of the Year.

WCAP is one of 50 morale, welfare and recreation programs the Army provides soldiers and families worldwide through the U.S. Army Community & Family Support Center.

